

AGENCY: Department of Financial Services
PROJECT: Florida Planning, Accounting, and Ledger Management (PALM)

July 2017



PROJECT DESCRIPTION

The PALM project is to replace the Florida Accounting Information Resource Subsystem (FLAIR) and the Cash Management Subsystem (CMS) with a core Enterprise Resource Planning (ERP) solution. The project is currently in the Pre-Design, Development and Implementation (Pre-DDI) phase and consists of four tracks: Business Process Standardization (BPS), Project Management Office (PMO) including procurements, Organizational Change Management (OCM) including Workforce Transition (WFT), and System and Data Strategy (SDS). The project's goal is to procure and contract with a Software and Systems Integrator (SSI) in 2018. The Pre-DDI phase will be considered complete upon procurement of a Financial Management Solution. In addition to the Invitation-to-Negotiate (ITN) related activities the project team is performing readiness activities to transition from the Pre-DDI Phase to the DDI Phase.

SCHEDULE DATA

Start Date
May 19, 2014

Planned End Date ¹
March 14, 2018

Forecasted End Date ²
TBD

COST DATA | FY 2017-18

Appropriated Budget ³
\$27,781,232

Planned Project Budget ⁴
\$5,283,190

Planned Expenditures to Date
\$417,524

Actual Expenditures to Date ⁵
\$349,739

Schedule / Cost Data Notes

- ¹ The Planned End Date is for the completion of the Pre-DDI Phase.
- ² The July 2017 project schedule shows the end date as having been extended to June 14, 2018 (the May 2017 schedule had an end date of March 27, 2018); however, this is not considered an official date change. The project team will reevaluate schedule impacts after confirming the negotiation strategy with the appointed negotiators.
- ³ The project was appropriated a total of \$27,781,232 for FY 2017-18: \$21,852,548 in Contracted Services of which \$18,073,199 is held in reserve for the DDI Phase which can begin with the execution of the SSI Contract, and \$600,000 is for IV&V services; \$5,908,410 is for Salaries & Benefits; \$16,770 is for DMS Transfer; and \$3,504 is for Risk Management Insurance.
- ⁴ As of July 31, 2017, the project only plans to spend \$5,283,190 of the released appropriation.
- ⁵ Expenditures incurred to date.

OVERALL PROJECT STATUS SCORE & TREND

88%



KPI SCORING LEGEND

0 - 71.99%	High Risk	May require escalation
72 - 85.99%	Medium Risk	Needs attention
86 - 100%	Low Risk	Monitor and maintain; continuous process improvement

NOTES REGARDING OVERALL PROJECT STATUS

- AST deployed a new KPI tool for use in FY 2017-18. The questions are fewer and more objective than the KPI tool AST had used since March 2015. As a result, the PALM project appears to have experienced a dramatic drop in its Schedule Management score even though their practices remain consistent.

SCOPE MANAGEMENT

100%

Scope Management presents low risk.

There were no scope changes or other project change requests logged during the reporting period.

SCHEDULE MANAGEMENT

40%

Schedule Management presents high risk.

Reference "Notes Regarding Overall Project Status" for explanation of the change in the July Schedule Management score compared to the June score.

The project is behind schedule for the reporting period due to a delay in the appointment of negotiators. Since this task is on the critical path, it may impact the project end date. The project team reports they will reevaluate schedule impacts after confirming the negotiation strategy with the appointed negotiators.

While the project team actively maintains the schedule, the schedule is not effectively planned. The project team states they will continue with current schedule management practices until

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COST MANAGEMENT

100%

Cost Management presents low risk.

The project is \$67,784 (16%) under budget for the reporting period and fiscal year to date. This variance is due to contract staff working fewer hours than planned and Outside Counsel costs being less than expected because negotiations did not start when planned.

Project costs are tracked and monitored through a Project Spending Plan according to Cost Management procedures documented in the Project Management Plan.

RISKS & ISSUES MGMT

100%

Risk & Issue Management presents low risk.

The project continues to demonstrate the ability to identify, monitor, and mitigate project risks and issues through defined processes as documented in the Project Management Plan. There were no open issues during the reporting period.

PROJECT MGMT PRACTICES

94%

Project Management Practices present low risk.

The project employs sound project management practices in the areas of scope, change, and risk and issue management.

AST recommends improvements to schedule management practices.

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SCOPE MANAGEMENT 100%	SCHEDULE MANAGEMENT 40%	COST MANAGEMENT 100%	RISKS & ISSUES MANAGEMENT 100%	PM PRACTICES 94%
<p>(This area is intentionally left blank)</p>	<p>(continued from previous page)</p> <p>the end of the Pre-DDI Phase.</p> <p>Adopting the corrective actions previously reviewed with the team and summarized again below will improve the team's ability to plan, monitor, and control the project schedule and will provide more accurate and reliable project status, end date forecasts, and resource requirements.</p> <p>AST recommends the project baseline tasks at least six months out and include tasks that represent the substantive work of the project. AST further recommends that the project allocate resources either with work effort or available percentage of time.</p>	<p>(This area is intentionally left blank)</p>	<p>(This area is intentionally left blank)</p>	<p>(This area is intentionally left blank)</p>